

## ASSESSOR Bill Postmus

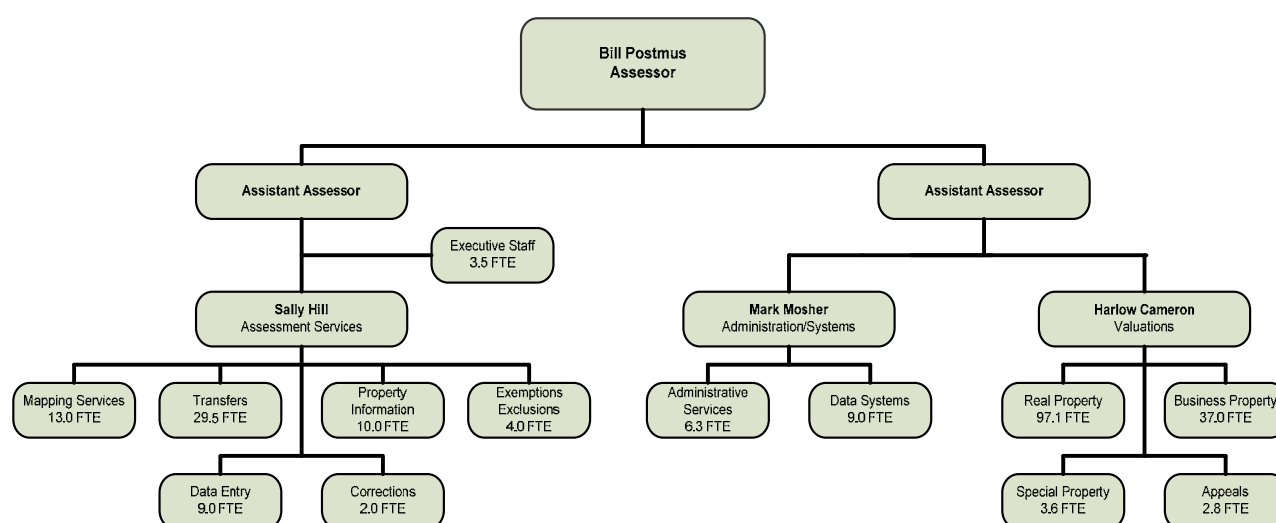
### I. MISSION STATEMENT

The mission of the Office of the Assessor is to perform the state mandated function to:

- a. Locate, describe, and identify ownership of all property within the county
- b. Establish a taxable value for all property subject to taxation
- c. List all taxable value on the assessment roll
- d. Apply all legal exemptions

Assessor business is performed for the public benefit in a manner that is fair, informative and with uniform treatment. It is necessary as a means of revenue generation in order to fund essential public services and efficiently operate county and state government.

### II. ORGANIZATIONAL CHART



### III. DESCRIPTION OF MAJOR SERVICES

Under California law, the Assessor establishes a value for all property including residential, commercial, business and personal. The Assessor maintains current records on approximately 720,000 parcels of real property, 45,000 business property accounts and 35,000 other assessments including boats, aircraft, and manufactured home accessories. The Assessor also administers 17 different types of property tax exemptions including homeowners, veteran, disabled veteran, church, religious, and welfare exemptions.



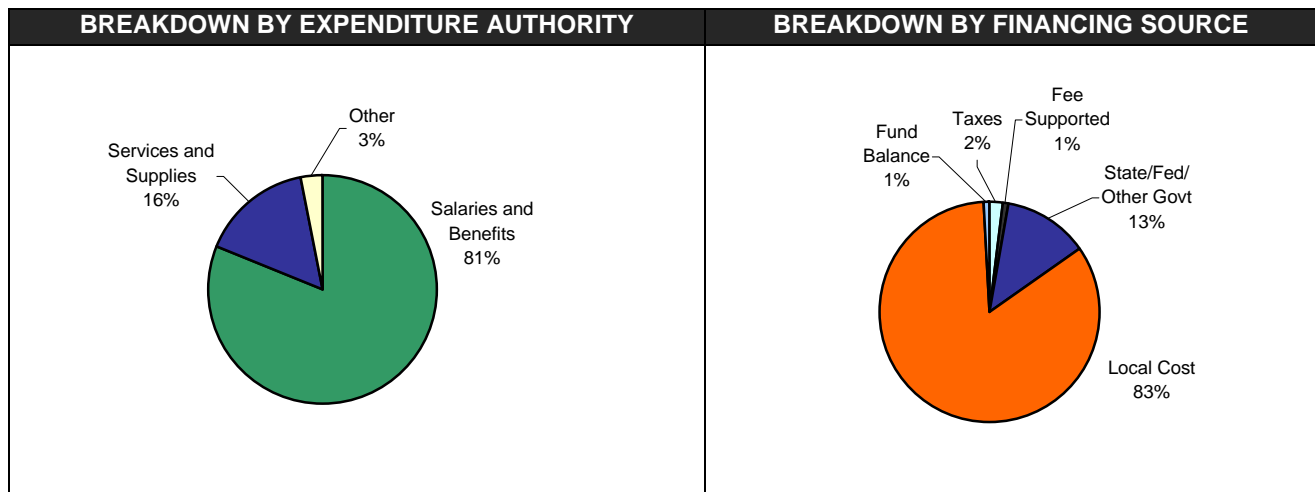
#### IV. 2005-06 ACCOMPLISHMENTS

- Added "Other Exemptions" forms to Assessor website.
- Created informational brochures in Spanish for website.
- Successful implementation (including training of employees on the new system) of Assessor Workflow System streamlining handling of recorded documents and providing online review.
- Upgraded departmental information technology to provide more stable environment and reduce maintenance costs.
- Implemented first phase of comparable sales program to assist in residential property valuation.
- Purchased and implemented property drawing tool to automate the manual process of drawing building records.
- Utilized statewide program for receipt of business property information.
- Purchased large scale printers to allow in-house printing of maps and other large documents to reduce long term operational costs.
- Automated receipt of manufactured housing data in order to reduce processing and incorporation into PIMS.
- Eliminated manual drawing of maps and converted to county GIS for maintenance of parcel maps.

#### V. 2006-07 SUMMARY OF BUDGET UNITS

	2006-07				
	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
Assessor	17,559,215	820,000	16,739,215		204.5
State/County Property Tax Administration Program	2,410,943	2,255,295		155,648	28.3
TOTAL	19,970,158	3,075,295	16,739,215	155,648	232.8

#### VI. 2006-07 BUDGET



## VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

### GOAL 1: PUBLISH THE ANNUAL ASSESSMENT ROLL TIMELY AND ACCURATELY BY ASSURING QUALITY CONTROL AND STANDARDIZATION.

*Objective A: Identify and properly value all taxable property.*

*Objective B: Perform periodic and rotating accuracy checks on the processing of changes of ownership.*

*Objective C: Perform non-mandatory audits to assure businesses are reporting accurately and as required by law.*

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
1A. State Board of Equalization quality control rating.	NEW	NEW	>95% accuracy	>95% accuracy
1B. Review a sample of 500 change of ownership events annually for accuracy.	N/A	95% accuracy	95% accuracy	95% accuracy
1C. Percentage increase of non-mandatory audits performed annually (34 audits in 2005-06).	N/A	10%	10%	15%

#### Status

Government Code Sections 15640 and 15642 define that the Board of Equalization shall perform assessment practice surveys for each California county and define the scope of the surveys. Revenue and Taxation code section 75.60 indicates that minimum assessment levels are needed for the county to be eligible to recover costs associated with administering supplemental assessments and that the county must obtain at least 95% of the assessment level as determined by the Board's most recent survey. Surveys are conducted every 4 years and the next one is scheduled for 2008.

With the acquisition of a new Title Transfer Technician II position, random surveys of change of ownership events will be performed and the results evaluated for accuracy.

Non-mandatory audits help assure compliance with personal property reporting guidelines and are recommended by the State Board of Equalization Assessment Practices surveys. 34 of these audits were completed in 2005-06. It is anticipated that 37 will be completed in 2006-07 and 39 will be completed in 2007-08.

### GOAL 2: MAKE PROPERTY VALUATION INFORMATION MORE ACCESSIBLE AND EASIER TO UNDERSTAND.

*Objective A: Enhance the Assessor's Internet website.*

*Objective B: Increase the amount of Spanish materials available.*

*Objective C: Improve the Assessor's phone system.*

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
2A. Percentage of "yes" responses in satisfaction survey.	N/A	70%	70%	80%
2B. Number of Spanish materials available (343 forms and 50 web pages to be translated as of 2006-07).	N/A	2	2	4
2C. Percentage decrease of callers who receive a busy signal (400 callers or less 2006-07).	N/A	5%	5%	10%



### **Status**

Visitors to the Assessor's website are asked "did you find the information you were looking for? Yes or No." And, "if not, what information were you looking for?" Based on responses to the survey, future improvements will be made to the website.

The number of Spanish-speaking property owners has increased in recent years. To assist these taxpayers in understanding the assessment process, forms and instructional material must be translated into Spanish. Failure to translate materials will require staff to verbally explain each program or leave taxpayers with an incomplete understanding of these assessment issues. In 2006-07, two instructional materials have been translated to date. They are "Appeals" and "Assessor Responsibility." There are 343 forms and 50 web pages yet to be translated. It is anticipated that 2 additional forms will be translated during 2007-08. If Policy Item #4 in Section IX is approved, thus adding a dedicated position to this translation project, it is anticipated that 24 forms and/or web pages will be translated in 2007-08. Translations will be ongoing throughout the year and continuing annually.

Past surveys of wait times for callers to the Assessor's Office property information lines revealed that callers must sometimes wait unacceptable periods of time to speak to a staff member. The current ACD (Automated Call Distribution) phone system in use assists callers by routing them to appropriate staff member. Adequate staff must then be available to assist callers. To decrease the amount of time callers must wait, two additional office assistant positions were added in 2006-07. Further, the acquisition of an enhanced phone monitoring system, as requested for 2007-08, will provide the data needed to make assessments for future improvements. Additional improvement is expected with the new Assessor's Internet website, an alternate source of information, in 2006-07 and into 2007-08.

### **GOAL 3: ENHANCE OPERATIONAL EFFICIENCY AND PRODUCTIVITY BY IMPLEMENTING NEW TECHNOLOGY, POLICIES AND PROCEDURES.**

*Objective A: Perform system reengineering*

*Objective B: Maintain current systems*

<b>MEASUREMENT</b>	<b>2005-06 (Actual)</b>	<b>2006-07 (Projected)</b>	<b>2006-07 (Estimated)</b>	<b>2007-08 (Projected)</b>
3A. Number of system reengineering tasks completed (3 tasks 2006-07).	NEW	NEW	3	6
3B. Percentage of functionality/availability of systems – defined as available user time per employee (2088 hours 2006-07).	NEW	NEW	NEW	>95%

### **Status**

System reengineering is the review for efficiency and the opportunity for improvement of current automated and manual processes such as converting building record images to electronic format. The Assessor's goal is to **complete 3** tasks with the addition of 1.0 Business System Analyst III position added in 2006-07. As workload constantly increases, processes are reviewed to eliminate inefficiencies.

The Assessor's Property Information Management System, Transfers Workflow, AES, APEX and GIS systems are in constant use and are updated by Assessor's staff. If these automated systems are unavailable, roll processing and public assistance cannot occur. System hardware must be maintained and upgraded to assure that Assessor's systems are available no less than 95% of the time. The current up time for systems is 95%, the Assessor's office strives to have greater than 95% functionality/availability of systems. As computer hardware ages it must be replaced to maintain productivity. A typical replacement schedule is every 3–5 years.

# **VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)**

<b>Policy Item 1:</b>	<b>The department received \$115,000 in one-time general fund financing for computer server hardware and software for a more efficient Microsoft supported system.</b>
<b>Policy Item 2:</b>	<b>The department received \$257,757 in ongoing general fund financing for 3.0 positions in the public service staff and Systems division staff to increase public service and assist in monitoring Assessor assets; 2.0 positions in Administrative and Services staff to increase public service and assist in map maintenance; and the reclassification of an Office Assistant II to an Office Assistant III to increase public services.</b>
<b>Policy Item 3:</b>	<b>The department received \$1,045,950 in ongoing general fund financing for 15.0 positions in Real Property staff and Valuations staff to minimize workload backlogs and delays in valuation.</b>
<b>Policy Item 4:</b>	<b>The department received \$162,315 in ongoing general fund financing for 4.0 positions in Assessment Services staffing to increase transfers quality.</b>
<b>Policy Item 5:</b>	<b>The department received \$8,800 in ongoing general fund financing for reclassification of critical staff for drawing any new building plans and redrawing the existing records.</b>
<b>Policy Item 6:</b>	<b>The department received \$104,378 in ongoing general fund financing for 1.0 position in the Systems Division staff to assist in reengineering Assessor processes.</b>
<b>Policy Item 7:</b>	<b>The department received \$154,500 in ongoing general fund financing for 2.0 positions in the Executive staff to increase public outreach service.</b>
<b>Policy Item 8:</b>	<b>The department received \$79,000 in ongoing general fund financing for 1.0 position in the administrative staff for coordinating construction projects, remodels and maintenance with Architecture and Engineering, Facilities Maintenance and private designers, consultants and other agencies.</b>

<b>MEASUREMENT</b>	<b>2005-06 (Actual)</b>	<b>2006-07 (Projected)</b>	<b>2006-07 (Estimated)</b>	<b>2007-08 (Projected)</b>
P1. Replace computer server hardware.	N/A	>95%	100%	N/A
P2. Percentage decrease in taxpayer wait time.	N/A	5%	5%	6%
P3. Percentage decrease of backlog of appraisal units (6084 backlog appraisals 2006-07).	N/A	10%	10%	15%
P4. Maintain transfers accuracy rate of 95% or greater (200,000 documents 2006-07).	N/A	95%	0%	96%
P5. Maintain mapping accuracy rate of 95% or greater (3,500 parcels 2006-07).	N/A	95%	0%	96%
P6. Number of system reengineering tasks completed ( 3 tasks 2006-07)	N/A	3	3	9
P7. Percentage increased public outreach.	N/A	10%	0%	70%
P8. Percentage of adverse work environment conditions reviewed	N/A	50%	0%	100%

## **Status**

The process of replacing computer systems hardware and software has begun. Complete replacement is anticipated by March 2007.

Of the positions approved for Policy Item 2 only 1.0 position has been filled as of December 2006, therefore, no positive impact on taxpayer wait times has been measured. Once the remaining positions have been filled and after the typical 6 month training period, it is anticipated that wait times will begin to decrease. For 2007-08 this decrease will be small as the new hires will be in training for approximately half of the year.



A small number of the 15.0 new positions in Valuations have been filled. As positions continue to be filled appraisal unit backlog will begin to decrease and with time will be eliminated. Progress will be slow at first as new hires are trained and brought up to speed, typically 6 months for technicians and clerical staff and up to 1 year for appraisers.

The department anticipates 4.0 new positions in Assessment Services will not be filled before March 2007, therefore, no benefit has been realized in transfers until early 2007-08.

The reclassification in Policy Item 5 has not been processed by Human Resources yet. The positions will likely not be classified or filled before March 2007, therefore, no benefit has been realized until early in 2007-08.

The position in Policy Item 6 has not been hired; the position will likely not be filled before March 2007, therefore, no benefit has been realized until early in 2007-08.

The positions in Policy Item 7 have not been hired; the positions will likely not be filled before March 2007, therefore, no benefit has been realized until early in 2007-08.

The position in Policy Item 8 has not been hired; the position will likely not be filled before March 2007, therefore, no benefit has been realized until early in 2007-08. Once this dedicated position is filled all adverse work environment conditions can be reviewed. Currently adverse conditions are reviewed as they are identified by staff.

#### IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

2007-08 OBJECTIVES FOR POLICY ITEMS	2007-08 POLICY ITEMS
1. Continue to improve the Assessor's phone system	Install phone monitoring system.  <b>Additional Funding Requested:</b> \$50,000, one-time money
2. Process change of ownership documents, determine appropriate value of subject property and apply all legal exemptions.	Procure remote appraisal devices which are handheld computer devices into which property characteristics can be recorded and stored.  <b>Additional Funding Requested:</b> \$350,000, one-time money
Utilize technology and develop additional tools to increase staff production and provide user-friendly public access.	A. Procure temporary contract services and necessary equipment (i.e. computers, etc.) to covert building record images to electronic format. Funding is estimated at \$600,000 one-time cost.  B. Add 1.0 Programmer Analyst III to the ISD PIMS team.  C. Add 1.0 Programmer Analyst III to develop Assessor GIS applications.  <b>Additional Funding Requested:</b> contract services: \$600,000; new positions: \$209,000 (96,000 salary & benefits + 6,500 work station + 2,000 computer equipment each position), ongoing cost. Total request: \$600,000 one-time money and \$209,000 ongoing cost.



2007-08 OBJECTIVES FOR POLICY ITEMS	2007-08 POLICY ITEMS
4. Enhance the Assessor's Internet website and increase the amount of Spanish materials available	<p>Add 1.0 Business Systems Analyst I to develop and maintain Spanish forms and other Spanish materials (i.e. web pages, etc.). This position will also assist in system analysis for the maintenance of PIMS.</p> <p><b>Additional Funding Requested:</b> \$89,000 (80,500 salary &amp; benefits + 6,500 work station + 2,000 computer equipment); ongoing cost.</p>

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
P1. Percentage decrease of callers who receive a busy signal (400 callers or less 2006-07).	NEW	NEW	NEW	15%
P2. Percentage decrease of lag time to capture property characteristics and enter them into the PIMS database (8 hours 2006-07).	NEW	NEW	NEW	50%
P3A. Percentage of building record images converted to electronic format (500,000 images 2006-07).	NEW	NEW	NEW	25%
P3B. Percentage increase of system task list items completed (400 task list 2006-07).	NEW	NEW	NEW	5%
P3C. Number of GIS applications developed.	NEW	NEW	NEW	3
P4. Number of Spanish materials created (343 forms and 50 web pages to be translated as of 2006-07).	NEW	NEW	NEW	24

#### X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Mark Mosher, Administration Manager/Departmental Information Manager, at (909) 387-6584.

**NOTE:** The present Assessor was elected on November 7, 2006 and sworn into office on January 8, 2007. Due to the timing of this publication, there maybe modifications to this business plan presented at the Business Plan Workshop.



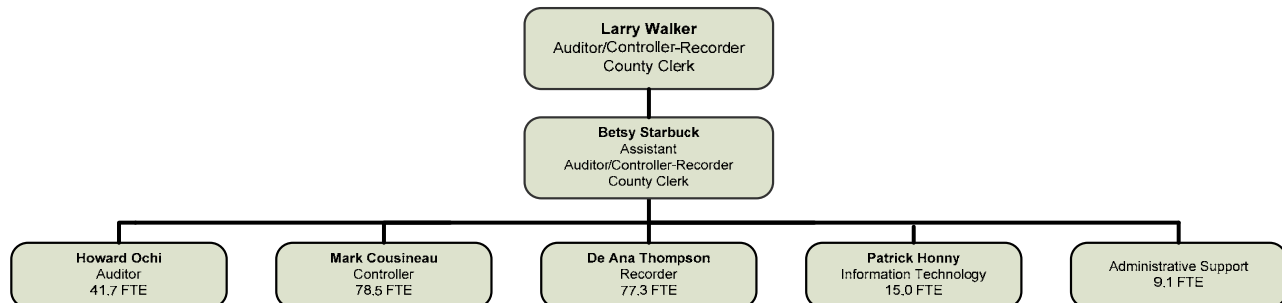
## AUDITOR/CONTROLLER-RECORDER

### Larry Walker

#### I. MISSION STATEMENT

The San Bernardino County Auditor/Controller-Recorder's Office (ACR) is committed to serving our customers by processing, safeguarding, and providing information regarding the finances and public records of the county. We perform these functions with integrity, independent judgment, and outstanding service. We are accurate, timely, courteous, innovative, and efficient because of our well-trained and accountable staff.

#### II. ORGANIZATIONAL CHART



#### III. DESCRIPTION OF MAJOR SERVICES

The Office of the Auditor/Controller-Recorder and County Clerk is responsible for providing the county and its constituents with a variety of accounting services and document recording and management services. The Auditor and Controller Divisions record the collections and perform the accounting, reporting, disbursements, and audits of all county financial activities to ensure sound financial management. In addition, they are responsible for payroll services, developing and implementing accounting systems and standards, conducting operational risk assessment reviews, and administering the Countywide Cost Allocation Plan.

The Recorder Division accepts all documents for recording that comply with applicable recording laws. The Recorder produces and maintains official records evidencing ownership and encumbrances of real and personal property and other miscellaneous records. The Recorder Division is also responsible for County Archives and County Clerk functions. County Archives maintains all the historical records for the county. The office of the County Clerk files and manages records as they relate to vital statistics, fictitious business names, and other records that are required by the State to be filed with the County Clerk.

The specific services performed by each division are listed below.

##### Auditor Division

- Perform financial and internal audits and risk assessment reviews.
- Advise departments on conducting operational risk assessment.
- Prepare the Countywide Cost Allocation Plan (COWCAP) and the Indirect Cost Rate Proposal (ICRP).
- Implement new accounting systems.
- Perform disaster response accounting.
- Assist departments with reimbursement claims through state and federal processes.
- Provide consultation services to departments to integrate accounting and financial processes such as the use of credit cards and departmental accounting software.
- Prepare Internal Service Fund (ISF) financial statements.

##### Controller Division





- Process payroll for county (EMACS partner).
- Perform contract payroll for outside governmental agencies.
- Manage the Financial Accounting System (FAS) and maintain official county records through FAS.
- Audit vendor payments and perform the accounts payable processes.
- Manage county credit cards.
- Control budget expenditures to Board-approved appropriation levels.
- Maintain the county's chart of accounts.
- Prepare the Comprehensive Annual Financial Report (CAFR) according to Governmental Accounting Standards Board (GASB) standards.
- Extend property tax roll and apportion property tax revenue.
- Prepare assurance type reports for county and outside agencies.

#### **Recorder Division**

- Upon payment of proper fees and taxes, the recorder:
  - Records land records related to real and personal property ownership, judgments, liens, notices, military discharges, marriage licenses, and other miscellaneous documents.
  - Files maps or documents such as tract maps, subdivision maps, parcel maps, and certificates of correction.
- Collects and distributes portions of monies to various agencies, such as D.A. Real Estate Fraud fund, Preliminary Change of Ownership Reports to Assessor, and Documentary Transfer Tax to the county and cities.
- Images, maintains and provides documents digitally and in a photographically reproducible format (microfilm).
- Creates, maintains and provides an index of document information, including Grantor/Grantee, when recorded mail to, Assessor's parcel number, and the short legal description.
- Certifies and testifies to validity of documents on file.

#### **County Clerk Section**

- Review, issue and file Fictitious Business Names (FBN) to individuals, partnerships, and corporations.
- Review applications, review background checks with the State Department of Justice, and issue identification cards for unlawful detainer processor, legal photocopier, process server, notary public and power of attorney.
- Maintain, report, and make available to the public Oaths of Office and Conflict of Interest reports for specified individuals.
- Issue marriage licenses.
- Issue certified and informational copies of birth, death, and marriage certificates
- Perform civil marriage ceremonies.
- Deputize commissioners of civil marriages, deputy county clerks, deputy recorders, and notary publics.
- Image, maintain, and provide documents digitally and in a photographically reproducible format (microfilm).

#### **Archives**

- Restore, preserve and manage historic records as it relates to the history of county government.



## 2005-06 ACCOMPLISHMENTS

### Auditor/Controller Divisions

- Began implementation of eTime, the online time-reporting tool.
- Completed Classification Review of EMACS staff.
- Completed the Accounts Payable recovery audit.
- Improved integrity of the Fraud, Waste, and Abuse hotline by using a call center.
- Managed an audit of Omnitrans at the Board of Supervisor's request.
- Began the review and update of the audit risk report for county departments.
- After approval of 19 MOUs, processed retroactive pay for approximately 18,000 county employees.

### Recorder Division

- Improved integrity of ACR records by equipment improvements to the file room.
- Decentralized records management to county departments and closed the Records Management center.
- Expanded Archives into a new and improved location.
- Enhanced the software systems for County Clerk functions.
- By adding three title companies to the electronic recording system, the percentage of documents recorded electronically increased from 16% to 21%.

### Information Technology

- Developed and administered department-specific Information Technology Security Awareness Training.

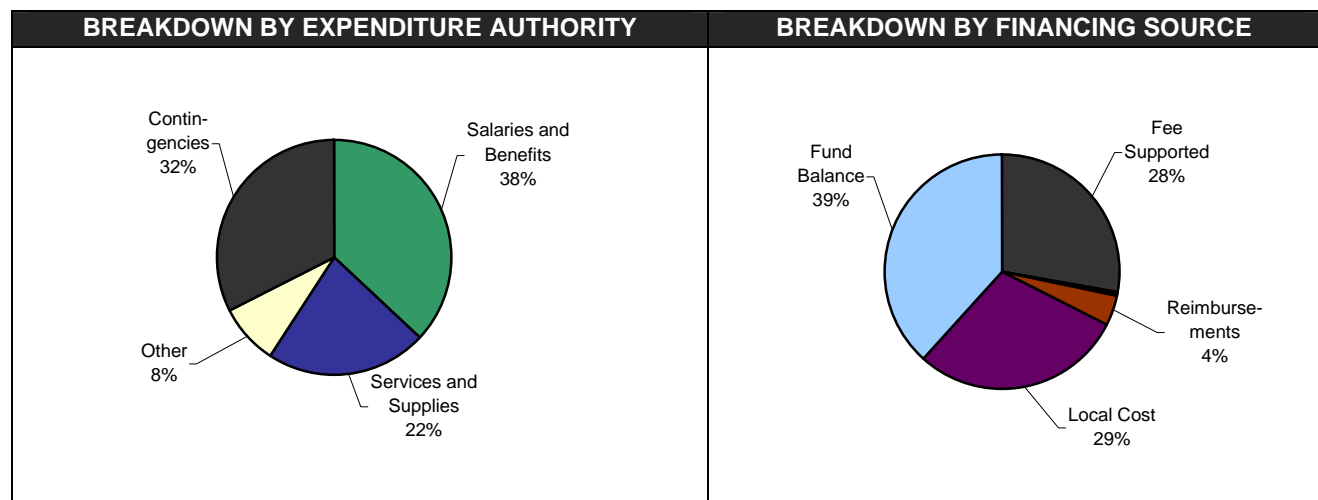
### Administration

- Helped 22 departments complete records retention schedules, for a total of 24 countywide.
- Implemented new departmental employee orientation process.

## V. 2006-07 SUMMARY OF BUDGET UNITS

	2006-07				
	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
Auditor/Controller-Recorder	18,246,993	5,614,812	12,632,181		210.6
Systems Development	22,928,372	6,500,000		16,428,372	17.0
Vital Records	344,213	142,000		202,213	-
TOTAL	41,519,578	12,256,812	12,632,181	16,630,585	227.6

## VI. 2006-07 BUDGET



## VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

### GOAL 1: IMPROVE THE FINANCIAL ACCOUNTING SYSTEM (FAS).

*Objective A: Identify, plan, and execute FAS improvements including conducting and monitoring intermittent user satisfaction surveys.*

#### **Status**

The first goal, to improve the Financial Accounting System, is in progress. The department plans to have the FAS replacement installed by July 2008. The department has surveyed FAS users regarding reports, including the types of reports available as well as the data presentation to enhance user satisfaction with the new system. As the upgrade proceeds, we will monitor user satisfaction with the system and provide additional training as needed. The department wants our robust accounting system to be useful to management, as well as to accountants and financial entities.

In a measurable aspect of our commitment to provide timely and accurate financial information regarding the finances of the county, the Auditor/Controller-Recorder has received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association each year since 1988. An award-winning County Annual Financial Report (CAFR) promotes trust in the financial records of the county and enables better credit ratings from the agencies. As the Governmental Accounting Standards Board (GASB) adopts more standards and the Government Finance Officers Association adopts new practices to implement those standards, staff continues to be challenged to meet the standards and practices within the deadlines. Additional staff, or at least cyclical staff needs will require analysis and response to maintain an award-winning report.

### GOAL 2: EXPAND AND ENHANCE RECORDER DIVISION SERVICES.

*Objective A: Maintain library of microfilm from 1980 to present in good repair.*

*Objective B: Maintain an up-to-date inventory of all microfilm.*

*Objective C: Digitize images from 1980 to current.*

*Objective D: Expand services in outlying offices.*

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
2A. Percentage of film images that are repaired by June 30, 2007. (462,228 to be repaired images as of 2005-06)	25%	80%	80%	90%
2B. Track and maintain the number of new microfilm cassettes that are inventoried within one month of receipt by June 30, 2007. (30,011 cassettes as of 2005-06)	N/A	100%	100%	100%
2C. Convert percentage of microfilmed images from 1980 to present to a digitized format by June 30, 2007. (3,235,595 images to be converted as of 2005-06)	N/A	80%	80%	90%

#### **Status**

As part of the second goal, the County Recorder is required by law to maintain images of official records on microfilm. The State Archivist has opined that the only two appropriate methods of maintaining archival records are paper and microfilm. However, utilizing microfilm for customer searches on a day-to-day basis is not practical because it is more time-consuming, and results in more wear and tear on the microfilm. For daily business purposes, digital images are far more practical for customers and staff.

During 2006-07, it was determined that the most efficient process was to repair images as identified as the inventory progressed. Our performance measures are therefore estimates until the inventory is complete.



Although a manual inventory system is in place, the measurement of maintaining an inventory within 30 days of receipt will be streamlined and improved with the implementation of inventory management software.

The ACR converts the microfilm images to digital to ensure the safety of the county's official records while offering the most practical means for customer service. The goal of converting 80% of all film images from 1980 to present to a digital format will be reached for 2006-07. In 2007-08, a level of 90% will be achieved. The costs for achieving this goal are included in an existing contract and will not impact the general fund.

### **GOAL 3: ENHANCE ACCOUNTS PAYABLE PROCESS.**

*Objective A: Expand use of electronic fund transfers (EFT) for vendor payments.*

*Objective B: Reduce the amount of time required to process county bills and payments.*

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
3A. Percentage increase in vendor participation in the EFT program. (358 vendors as of 2005-06)	10%	10%	25%	35%
3B. Percentage of payments processed within ten days of presentation to ACR. (January through June 2006, 43,479 documents processed)	86%	90%	90%	90%

#### **Status**

For the third goal, the Auditor/Controller-Recorder implemented electronic systems to pay the county's bills. In an effort to increase vendor participation in the EFT program, Accounts Payable trained county staff and advertised the program to vendors, encouraging them to participate. Accounts Payable will soon be working with the new FAS system, and management will reevaluate the workflow and performance measures to ensure optimal use of the system, staff, and services. The costs for achieving this goal are included in the department's budget. The measurement of a 10% increase in vendor participation in the electronic fund transfer program will be achieved for 2006-07.

Also, the department is on track to reach the measurement of processing 90% of payments within 10 days of receipt by June 30, 2007.

In 2006-07, the ACR recommended the expanded use of the Cal-Card (procurement card) program and included it as an objective in the business plan. However, this is more appropriately a goal for the Purchasing Department to consider and has been eliminated as a 2007-08 goal for the ACR department.

## **VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)**

**Policy Item 1: A joint policy item was approved with Human Resources and the Information Services Division to add 1.0 position to the Employee Management and Compensation System (EMACS) team. The department received \$68,632 in on-going general fund financing for the position.**

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
P1. Analyze and review existing and new non-standard employee contracts for variances with EMACS and ensure the appropriate adjustments are made.	N/A	90%	90%	100%



# IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

2007-08 OBJECTIVES FOR POLICY ITEMS	2007-08 POLICY ITEMS
P1. Increase productivity and efficiency by providing the appropriate space, equipment, and furniture for Central Payroll/EMACS.	<ul style="list-style-type: none"> <li>Remodel the Central Payroll/EMACS area to provide for the space, equipment, and furniture requirements of co-located staff from three County departments – ACR, ISD, and HR.</li> </ul> <p><b>Additional Funding Requested:</b> An estimate of one time funding of \$860,000</p> <ul style="list-style-type: none"> <li>Cost to remodel Central Payroll/EMACS to create additional office space: <ul style="list-style-type: none"> <li>\$420,000 remodel</li> <li>\$440,000 furniture</li> </ul> </li> </ul> <p>Coordination is needed between ACR, ISD, and HR to determine space, equipment, and furniture needs for current staff and for future growth. It is proposed that the remodel and furniture be paid for from contingencies.</p>

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
P1. Reduce backlog of projects to increase the functionality of EMACS. ( 37 backlog projects 2006-07)	NEW	NEW	NEW	10%

# X. 2007-08 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
1. In 2007-08, the department will propose increases in accounting and auditing fees to mitigate the amount of local cost funding required to fund existing policy programs. Modify the Fee Ordinance to change 16.023A (a), (b), (e), (f), (k)(1), (m) from \$77.00/hour to \$82.00/hour and modify 16.023A (i) from \$39.00/hour to \$44.00/hour.	If fees are not increased, the general fund will be subsidizing the cost of these services to non-general fund units.
2. Modify Fee Ordinance to change 16.023A (p)(3) from \$0.30/index field to \$0.05/document title.	Fee change will be more consistent with market rates and will result in additional sales of index data.
3. Additional fee of \$1.00 for recording each document in order to defray the cost of the Recorder's document storage system and support the restoration of county records pursuant to GC 27361 et seq. The revenue will be placed into a new special revenue fund.	Fee will not affect the number of document recordings. Revenue will support storage, retention and restoration of county records.
4. Additional fee of \$1.00 for recording each document in order to defray the cost of participating in an expanded electronic recording delivery system, pursuant to GC 27397 (AB 578). The revenue will be placed into a new special revenue fund.	Fee will not affect the number of document recordings. Revenue will support the development and maintenance of an expanded and enhanced electronic recording delivery system.
5. New fee of \$10.00 for certification of each electronic recording submitter beyond the initial training and certification period, to be added as 16.023A (t)(8). The revenue will be considered departmental revenue (general fund).	Fee will not affect the number of electronic recordings. It should result in better planning of electronic recording staff at submitting locations and discourage unnecessary training of additional submitters.



DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
6. Modify the Fee Ordinance to change 16.023A (i)(1) by adding a new fee of \$5.00 per statement to reprint leave and earnings statements. The revenue will be considered departmental revenue (general fund).	Fee will not affect the service that Central Payroll provides to employees. Leave and earnings statements are available online for free and currently a printed version is provided to each employee free. The proposed fee will encourage employees to access the information via the Intranet.
7. Modify the Fee Ordinance to change 16.023A (i)(2) by adding a new fee of \$5 per statement to reprint W-2 forms if printing 1999 to current year (if after April 15) and a fee of \$20 per statement for prior to 1999. The revenue will be considered departmental revenue (general fund).	Fee will not affect the service that Central Payroll provides to employees. A free W-2 statement is provided to each employee by January 31 following the close of a tax year; copies would be free until April 15. For copies of a W-2 after April 15 or for a prior year back to 1999, ACR proposes to implement a fee of \$5 to conduct the research and for special handling of this off-cycle W-2. Prior to 1999, payroll records are kept either in the legacy system or on paper, requiring even more research. ACR proposes a fee of \$20 for each W-2 reprint for years prior to 1999.

If there are questions about this business plan, please contact Betsy Starbuck, Assistant Auditor/Controller-Recorder, at (909) 386-8818.



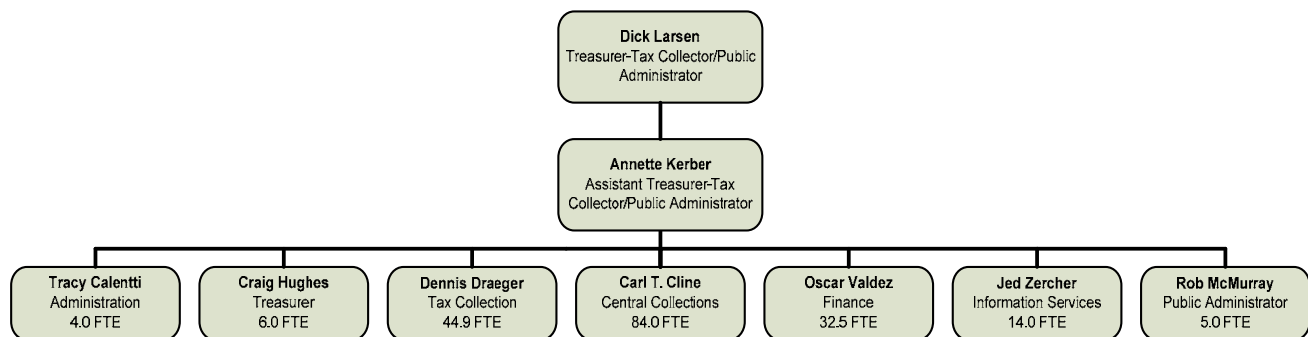
## TREASURER-TAX COLLECTOR/PUBLIC ADMINISTRATOR

### Dick Larsen

#### I. MISSION STATEMENT

The mission of the San Bernardino County Treasurer-Tax Collector/Public Administrator's office is to fulfill its statutory obligations in a fair, courteous and professional manner that is open and accessible to citizens, the business community, and other public agencies. This office will utilize current and evolving technology to enhance services and improve the reach of those services throughout the region. We will operate efficiently to deliver the highest quality services at the lowest possible cost to the taxpayers of San Bernardino County.

#### II. ORGANIZATIONAL CHART



#### III. DESCRIPTION OF MAJOR SERVICES

The Treasurer-Tax Collector/Public Administrator is responsible for:

- Collection of property taxes.
- Performing the county's treasury function.
- Administering estates of persons who are deceased and no executor or administrator has been appointed.
- Providing a collection service for the county as well as to provide accounting and collections of court ordered payments.

The tax collection function involves the collection and accounting of property taxes for all county taxing entities that amounts to almost \$2.0 billion in property taxes and other fees.

The Treasurer is responsible for the investment of the county investment pool, which includes county funds and all school districts within the county, as well as providing banking services for these agencies.

The Treasurer-Tax Collector's Central Collections Division collected more than \$38.0 million for the year ended June 30, 2006. The majority of these collections are from court-ordered fines and the Arrowhead Regional Medical Center's delinquent accounts receivable.

#### IV. 2005-06 ACCOMPLISHMENTS

Tax Collector:

- Collected \$1.78 Billion in annual property taxes.
- February 2006, largest supplemental tax bill mailing in history – over \$93 Million.
- Completed the As-Is and To-Be documentation in support of creating a new Unified Property System. This is the first step of a joint project with the Assessor and Auditor-Controller/Recorder toward creating a state of the art one stop property system.



- Express Payment Center implemented at 172 W. Third St., San Bernardino. This option was made available for taxpayers paying current bills by check.
- Victorville seasonal satellite payment center opened from December 1<sup>st</sup> through 11<sup>th</sup> and April 1<sup>st</sup> through 11<sup>th</sup>.
- Created Bond Indebtedness and Mello-Roos On-line Report for real estate professionals.

**Treasurer:**

- Attained record high pool balance of \$3.96 Billion.
- Distributed \$94.7 Million in interest earnings.
- Maintained “AAA” rating by all major rating agencies

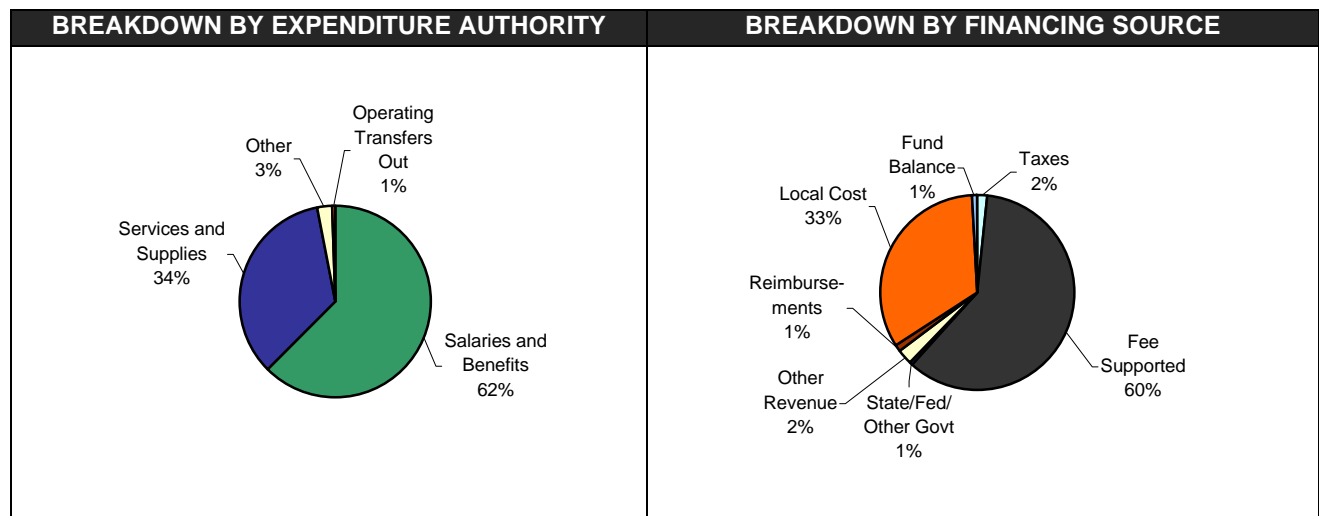
**Public Administrator:**

- The Treasurer-Tax Collector assumed responsibility for the Public Administrator’s Office.
- Implemented a new internet based case management system.
- Replaced outdated computer equipment.
- Implemented performance measurement tools and standards.
- Implemented tools to identify best practices and to measure cost effectiveness of case management.

## V. 2006-07 SUMMARY OF BUDGET UNITS

	2006-07				
	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
Treasurer-Tax Collector/Public Administrator	19,863,932	13,022,442	6,841,490		199.4
Redemption Maintenance	219,885	62,679		157,206	-
Unified Property Tax System	131,786	131,654		132	-
<b>TOTAL</b>	<b>20,215,603</b>	<b>13,216,775</b>	<b>6,841,490</b>	<b>157,338</b>	<b>199.4</b>

## VI. 2006-07 BUDGET





## VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

### GOAL 1: MANAGE THE COUNTY TREASURY FUNCTION IN A SAFE, EFFECTIVE AND EFFICIENT MANNER.

*Objective A: Maintain the highest possible credit rating from the three major rating agencies for the county investment pool.*

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
1A. County investment pool rating.	Moody's – Aaa, S&P – AAAF, and Fitch - AAA	Moody's – Aaa, S&P – AAAF, and Fitch - AAA	Moody's – Aaa, S&P – AAAF, and Fitch – AAA	Moody's – Aaa, S&P – AAAF, and Fitch - AAA

#### **Status**

The primary goal of the treasury function is to provide for safe and effective management of the cash and investments in the county's investment pool. The objective selected to meet this goal is the maintenance of the highest possible credit rating from the three major credit rating agencies (Fitch, Moody's, and Standard and Poor's). The objective is attained through the formulation and follow-through of sound financial policies and procedures. The achievement of this objective will demonstrate the department's ability to effectively meet the goal of a safe and effective treasury.

The county investment pool is currently being rated by the three major credit rating agencies. The department expects to continue receiving the highest possible credit rating.

### GOAL 2: COLLECT PROPERTY TAXES IN AN EFFECTIVE MANNER WITH A FOCUS ON CUSTOMER SERVICE.

*Objective A: Meet or exceed the average collection rate of comparable counties for secured property taxes.*

*Objective B: Meet or exceed the average collection rate of comparable counties for unsecured property taxes.*

*Objective C: Increase electronic payments of property taxes by taxpayers through the use of E-check and credit card.*

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
2A. Meet or exceed the average collection rate of comparable counties for secured property taxes.  NOTE: It has been determined that data for secured tax collection rates of other counties is unreliable and subject to wide variations in calculation methodologies.	96.2% secured property tax collection rate	≥ 97.6% secured property tax collection rate	≥ 96.2% secured property tax collection rate.	N/A
2B. Meet or exceed the average collection rate of comparable counties for unsecured property taxes.	97.4% unsecured property tax collection rate	≥ 94.9% unsecured property tax collection rate	≥ 96.0% unsecured property tax collection rate	≥ 94.9% unsecured property tax collection rate
2C. Percentage increase of electronic property tax payments through E-check and credit card. (52,124 electronic payments as of 2005-06)	43%	10%	10%	10%

#### **Status**

The primary goal of the property tax collection function is to collect property taxes for the county and other taxing agencies while providing taxpayers with a professional and convenient payment experience. The first objective selected to meet this goal for 2007-08 involves meeting or exceeding the average unsecured collection rates of comparable counties within the State of California. In addition, the department's goal is further met by the offering and promotion of electronic methods of property tax payments, including credit card and e-check payments via the internet and an Interactive Voice Response (IVR) system.



The department mailed out secured tax bills in September and October for 2006-07, while unsecured tax bills were mailed in July. In an effort to meet these objectives for 2006-07, the department has:

- Initiated a customer service study and marketing campaign to better understand our customer's needs and ensure taxpayers are aware of their numerous payment options.
- Initiated an outreach campaign and marketing effort to better understand and meet the needs of the Spanish speaking taxpayer.
- Re-launched our web-site: offering a Spanish version, a new look and feel, more intuitive navigation, a shopping basket allowing for payment of multiple parcels in one transaction, a tax deadline and information reminder service for those who subscribe and the ability to print duplicate tax bills.
- Preparing to implement a new Interactive Voice Response (IVR) system: including a Spanish option; adding 28 additional lines, improved reliability, more intuitive navigation and the option to pay electronically via one's checking or savings account.
- Added twelve part-time phone support professionals to better support heavy call volumes during peak call periods.
- Conducted a Request for Proposal to develop and implement a Unified Property System together with the Auditor-Controller and Assessor. Negotiations are in process. The new system will provide taxpayers with state of the art functionality and reliability in a one stop environment.

<b>GOAL 3:</b>	<b>INVESTIGATE AND ADMINISTER THE ESTATES OF DECEDENTS WITH CARE AND PROFESSIONALISM.</b>
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*Objective A: Decrease the average investigation period of decedents.*

*Objective B: Decrease the average estate administration period.*

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
3A. Annual decrease in the average amount of time necessary to close the investigation of decedents.	N/A	3%	3%	3%
3B. Annual decrease in the average amount of time necessary to close the administration of estates.	N/A	3%	3%	3%

#### **Status**

The primary goal of the Public Administrator function is the timely investigation and administration of the estates of decedents. The objectives selected to assist in meeting this goal include a reduction in the amount of time taken to investigate and administer estates. Professional investigations and administration must occur in a timely manner for the department's goal to be achieved.

The department continues working towards reducing the investigation and administration periods by 3% annually. The department will accomplish this by identifying best practices and developing tools to better analyze and track the progress of cases. In September 2005, a new internet based case management system was implemented. This system is collecting data that will report performance data including case aging. Reports are nearing completion. Before the close of 2006-07, data will be available to report case aging progress from September 2005 to June 2007.

#### **VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (MID-YEAR)**

**Mid-Year Item 1: The department received \$963,774 in ongoing general fund financing for the following:**

1. Lease of office and counter space for the full-time Victorville satellite office,
2. Three new positions to provide customer service, phone support, cashing and payment processing at a full-time Victorville satellite office,
3. Five positions to provide customer service, phone coverage, and payment processing at the main office in San Bernardino,
4. Twelve part-time unclassified contract positions to provide off-site phone support,
5. Two positions to provide high-level technical support,
6. Two position reclassifications, and
7. Equipment, office furniture and supplies to support the new positions describe above.



MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
M1. Increase in-person accessibility to Tax Collector services by opening a year-round Tax Collector satellite office – defined as average customers per day.	N/A	N/A	N/A	15
M2. Attain an average call wait time of less than 5 minutes by implementing an off-site phone support service.	N/A	3 Minutes	3 Minutes	3 Minutes
M3. Reduce Tax Collector staff overtime by filling newly approved customer service positions.	N/A	35%	35%	N/A

### Status

The primary goal of this mid-year budget adjustment was to maintain the ability to collect property taxes in an efficient and effective manner while continuing to provide excellent customer service to the taxpayers. Workload growth necessitated expansion of services and creative workload management solutions.

The department is currently working with Real Estate Services to locate a site for the Victorville satellite office. In the mean time, the department is operating a seasonal satellite payment center in the City of Victorville from December 1<sup>st</sup> through 11th and April 1<sup>st</sup> through 11th. The positions approved for the satellite office will be filled once a site is secured.

Filling the new positions approved for the San Bernardino office was awaiting availability of work space. A remodel of the basement, which added twelve additional workstations, was completed in December. Accordingly, the newly approved positions are anticipated to be filled in January.

The re-classifications approved in the budget adjustment have been completed.

The department successfully implemented a new off-site phone support service, directing calls to experienced part-time employees working from home during the department's peak call periods.

The department will be able to maintain prior year over-time cost reductions with the positions approved in the mid-year item.

## IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

2007-08 OBJECTIVES FOR POLICY ITEMS	2007-08 POLICY ITEMS
P1. Increase in-person accessibility to Tax Collector services by opening two satellite offices, one in the West-end and one in the Low-desert regions of the county.	West-end and Low-desert Tax Collector satellite offices. These satellite offices will serve the taxpayers of the County who currently drive as long as 1-2 hours to resolve property tax issues in person. These satellite offices will help the department in meeting the goal of collecting property taxes in an effective manner with a focus on customer service.  <b>Additional Funding Requested:</b> One-time start-up costs in the amount of \$82,390. Ongoing annual costs in the amount of \$507,028.

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
P1. Average Number of lobby customers per day <ul style="list-style-type: none"> <li>West End Satellite Office</li> <li>Low Desert Satellite Office</li> </ul>	N/A N/A	N/A N/A	N/A N/A	20 10

## X. 2007-08 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
In 2007-08, the department will propose an increase in Unsecured Delinquency Processing Fee as noted in the current fee ordinance 16.0230 (t) from \$45 per parcel to \$70 per parcel.	The current fee is not sufficient to defray the current actual costs associated with the collection process. The Proposed revised fee will more realistically cover the costs of the collection.

If there are questions about this business plan, please contact Annette Kerber, at (909) 387-6372.

